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**WAYLAND BAPTIST UNIVERSITY**

**VIRTUAL CAMPUS**

**SCHOOL OF BUSINESS**

**SYLLABUS**

1. Mission Statement: Wayland Baptist University exists to educate students in an academically challenging, learning-focused, and distinctively Christian environment for professional success and service to God and humankind.

2. Course: **MGMT 5309** – **VC01**, *Strategies of Human Resource Management*

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| 3. Term:  4. Instructor: | Fall Term 2017  Dave Rambow, Ed. D., Professor of Management |
| 5. Office: | Parkside Campus Office Phone: (907) 375-4509 |
| Email: | [rambowd@wbu.edu](mailto:rambowd@wbu.edu) FAX: (907) 337-8122 |
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6. Office Hours, Building, and Location

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| --- | --- | --- | --- | --- |
| Monday | 1:00 p.m. to 6:00 p.m. | | Parkside Campus | Room 112 |
| Wednesday | 1:00 p.m. to 6:00 p.m. | | Parkside Campus | Room 112 |
| 7. Class Hours & Location: This course meets weekly through BlackBoard. | | | | | | |
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8. Catalog Description: comprehensive strategic human resource management; philosophy of human resource

9. Prerequisites: BUAD 5300 (For the M.P.A. MGMT 3304 only).

10. Required Textbook and Resources:

1. Armstrong, Michael. (2016). *Armstrong's handbook of strategic human resource management*(6th ed.). Philadelphia, PA: Kogan Page, Ltd.  ISBN: 9780-74947-6823

b. Internet access

c. Active WBU Student email account - ALL assignment feedback will be sent using the WBU email address.

d. *Publication Manual of the American Psychological Association* (APA) (6th ed.) Washington, DC:

American Psychological Association.

11. Optional Materials: It is strongly encouraged that students who did NOT complete a Human Resource Management course acquire the text below. Textbook editions 10 to 14 will meet students’ needs for understanding the seven functions of an HR Department.

1. Mathis, R., Jackson, J. & Valentine, S. (2014) *Human resource management* (14th ed.) Mason, OH: Cengage Learning.
2. The Wayland Library: (formerly called the Learning Resource Center) is available through the course BlackBoard site. At the course BlackBoard site, scroll down to the tab marked “Wayland Library”. This tab opens to the WBU on-line library homepage.

12. Course Outcome Competencies: Upon completion of this course the student should be able to:

1. Integrate the General Systems Theory within the Human Resource Management function of HR Planning to analyze the external environment to identify human resource availability.
2. Integrate the Resource-Base Theory within the Human Resource Management function of HR Planning to analyze a firm’s human resource performance.
3. Analyze business-level strategy and identify human resource performance gaps to implement business strategy.
4. Analyze organization and individual performance gaps, and identify and bundle specific traditional HRM activities into specific HR strategies that address performance gaps towards achieving one or more human resource core competencies.
5. Identify specific HR strategies necessary to implement a business’ staff and business level strategies.
6. Integrate specific HR strategies into a business’ staff and business level strategies.
7. Synthesize strategic management theories, analytical tools, principles, and concepts and human resource management theories, analytical tools, principles, and concepts when analyzing HR case study assignments.
8. Integrate strategic HRM theories, concepts, and principles for the professional Society for Human Resource Management (SHRM) Certification Examination.

13. Attendance Requirements, Class Attendance – Online:

1. I quote the Wayland Baptist University 2017-2018 online Academic Catalog:

Students are expected to participate in all required instructional activities in their courses. Online courses are no different in this regard; however, participation must be defined in a different manner. Student “attendance” in an online course is defined as active participation in the course as described in the course syllabus. Instructors in online courses are responsible for providing students with clear instructions for how they are required to participate in the course. Additionally, instructors are responsible for incorporating specific instructional activities within their course and will, at a minimum, have weekly mechanisms for documenting student participation. These mechanisms may include, but are not limited to, participating in weekly discussion topics, submitting/completing assignments in Blackboard, or communicating with the instructor. Students aware of necessary absences must inform the professor with as much advance notice as possible in order to make appropriate arrangements. Any student absent 25 percent or more of the online course, i.e., non-participatory during 3 or more weeks of an 11week term, may receive an F for that course. Instructors may also file a *Report of Unsatisfactory Progress* for students with excessive non-participation. Any student who has not actively participated in an online class prior to the *Census Date* for any given term is considered a “no-show” and will be administratively withdrawn from the class without record. The Census Date for Summer term is September 7, 2017. To be counted as actively participating, it is not sufficient to log in and view the course. The student must be submitting work as described in the course syllabus. Additional attendance and participation policies for each course, as defined by the instructor in the course syllabus, are considered a part of the university’s attendance policy (online WBU Academic Catalog, 2017-2018).

1. Instructor’s class participation – Within each session tab within BlackBoard I placed voice embedded, PowerPoint video lectures. These video lectures can only be viewed through the Google Chrome browser. Additionally, each week I check who viewed these video lectures. While viewing these lectures is not mandatory, I will maintain a participation attendance record. Additionally, three times during this term, sessions 2, 4, and 7, I will conduct live Collaborate Ultra sessions through BlackBoard. Use only the Google Chrome browser to access these Collaborate live sessions. I understand that students reside in different time zones, and the date and time I select may interfere with attending. For those students who cannot attend these live sessions, I record each Collaborate session. While attendance is not mandatory at these Collaborate sessions, I do check who viewed the recorded sessions and record attendance.

14. **Statement of Plagiarism and Academic Dishonesty**: Wayland Baptist University observes a zero-tolerance policy regarding academic dishonesty. Per university policy as described in the academic catalog, all cases of academic dishonesty will be reported and second offenses will result in suspension from the university.

15. **Disability Statement**: “In compliance with the Americans with Disabilities Act of 1990 (ADA), it is the policy of Wayland Baptist University that no otherwise qualified person with a disability be excluded from participation in, be denied the benefits of, or be subject to discrimination under any educational program or activity in the university. The Coordinator of Counseling Services serves as the coordinator of students with a disability and should be contacted concerning accommodation requests at (806) 291- 3765. Documentation of a disability must accompany any request for accommodations” (online WBU Academic Catalog, 2017-2018).

16. **Course Requirements and Grading Criteria**: It is expected that the graduate student will spend approximately two hours of study time for each class hour. All college-level work well be typed. Course work submitted late will have the grade reduced by 1.5% for each day the assignment is late. For the sake of time management, see paragraph 17, Tentative Schedule. I list below a breakout of course requirements with grading criteria.

1. **Weekly Discussion Topic (WDT):** Beginning with Session 1 through Session 10, a weekly discussion topic (WDT) prompt will be posted within the “Weekly Discussion Topic” tab. Weekly, students will provide a scholarly respond to these prompts. Additionally, students will peer-to-peer feedback respond to a minimum of one other class member’s WDT response post response. The quality of students’ responses within these weekly discussion topic responses will be assessed for a maximum score of 4.0 points. The quality of students’ peer-to-peer feedback will be assessed for a maximum score of 1.0 points. The total possible points for a WDT post is 5.0 points. **The Ten** **WDT posts represent 50% of the total grade.**
2. **Three HR Case Study Analyses Assignments:** The graduate student will conduct three HR Case Study analyses, and write a HR Case Study analysis paper. The due dates for each HR case study analysis are found in paragraph 17, *Tentative Schedule*. **Each HR Case Study paper is worth 12% each for a total of 36% of the total course grade**
3. **HR Case Study Final Exam:** A HR Case Study will be used for the final exam. **Final Exam represents 14% of the total course grade.**
4. **All Course Assignments:** All course assignments are due by mid-night on the dates indicated for various assignments within the course syllabus. All course work must be “original” meaning that students were the authors of all assignments. Original work further means when ideas, concepts, theories, and/or principles are from another author, that credit is given in an APA citation.
5. **Technology Requirements:** Graduate students are expected to have basic computer skills and proficiency with commonly used software tools, and maintain current software updates. Additionally, graduate students are responsible to maintain their respective ISP service. Finally, to view and listen to video PowerPoint lectures and to enter schedule Collaborate Ultra session, graduate students will use Google Chrome browser. If a student’s PC does not have the Google Chrome browser, then the browser software can be downloaded for free at the Google Chrome web site.
6. **Means for Assessing Outcome Competencies**:
7. Procedures Used to Compute Final Course Grade:

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| --- | --- |
| **Evaluated Area** | **Percentage** |
| 1. Ten (10) BlackBoard Weekly Discussion Topics | **50%** |
| 2. Three HR Case Studies | **36%** |
| 3. HR Case Study Final Exam | **14%** |

1. Grading Criteria:Letter grades from "A" to "F" will be issued to student based on individual work. The grading criteria are listed below:

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| --- | --- | --- |
| **Grade** | **Points** | **Percentage** |
| **A** | 100.0 points to 89.5 points | 100% to 90% |
| **B** | 89.4 points to 79.5 points | 89% to 80% |
| **C** | 79.4 points to 69.5 points | 79% to 70% |
| **D** | 69.4 points to 59.5points | 69% to 60% |
| **F** | 59.4 and below | 59% and below |
| **I** |  | Incomplete: See important grading information below |

**WBU Additional Grading Policy:** Students shall have protection through orderly procedures against prejudices or capricious academic evaluation. A student who believes that he or she has not been held to realistic academic standards, just evaluation procedures, or appropriate grading, may appeal the final grade given in the course by using the student grade appeal process described in the Academic Catalog. Appeals may not be made for advanced placement examinations or course bypass examinations. Appeals are limited to the final course grade, which may be upheld, raised, or lowered at any stage of the appeal process. Any recommendation to lower a course grade must be submitted through the Executive Vice President/Provost to the Faculty Assembly Grade Appeals Committee for review and approval. The Faculty Assembly Grade Appeals Committee may instruct that the course grade be upheld, raised, or lowered to a more proper evaluation.

1. **Letter Grade Criteria Definitions**:

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| **Grade** | **Definition** |
| **A** | At this level, the adult learner demonstrates insightful mastery of the course subject material and has achieved exceptional quality in precise understanding, and use of interdisciplinary courses and course key terms and theories in both written and oral communications format. |
| **B** | At this grade level, the adult learner exhibits professional competency and proper use of interdisciplinary courses and course subject material and demonstrates the skills to effectively use the key terms and theories of the course in both written and oral communications format. |
| **C** | At this grade level, the adult learner achieves a general understanding of the course subject material and demonstrates an adequate competency in the correct use of key terms and theories in both written and oral communications format. |
| **D** | At this grade level, the adult learner achieves a vague and minimally adequate understanding of the course subject material and demonstrates a marginal competency in the correct use of key terms and theories in both written and oral communications format. |
| **F** | At this grade level, the adult learner is unable to present a general understanding of the course subject material and demonstrates an inadequate competency in the correct use of key terms and theories in both written and oral communications format. |

1. **Tentative Schedule**: (Calendar, Topics, & Assignments) The course schedule provided below provides specific date and should be used for time management:

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| **Homework &**  **Date & Session #** | **Activities and Assignments** |
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| 🕮HOME WORK for  Session 1 | **Prior to first class session**  🕮 Print and read course syllabus  🕮 Print and read HR Case Study #1, found in Session Tab 1  🕮 Read Chapters 1 & 2 - Armstrong  ☞ Establish a WBU email account and send email to instructor at [rambowd@wbu.edu](mailto:rambowd@wbu.edu) from WBU email account. (Instructions for establishing a WBU email account is located within the course BlackBoard site. |
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| **Session #1**  **August 21 – August 27** | **🖳 Using only Google Chrome:** **Listen to four voice embedded lectures** found within BlackBoard, Session 1 folder: 1) Course Introduction ppt., 2) Part A: Seven Functions of HRM ppt., 3) Chapter 1 ppt., and 4) Chapter 2 ppt.  🕮 **Session 1 Assignment:** Weekly Discussion Topic #1: Complete Weekly Discussion Topic #1 prompt by Friday, August 25. |
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| 🕮HOME WORK for  Session 2 | **Session 2:** Read Chapters 3 & 4 - Armstrong  **Session 2 Weekly Discussion Topic:** Complete Session 2 Weekly Discussion Topic prompt.  **Homework:**   * Work HR Case Study #1 paper. * Use HR Case Study #1 paper template found in Session 1 Tab. |
| **Session #2**  **August 28 – September 3** | 🖳  **On Tuesday August 29, session 2, the first Collaborative Ultra session will be conducted. For those students NOT familiar with BlackBoard Collaborative Ultra I produced a brief voice embedded PPT video lecture which is available within the Collaborate Tab.**  **🖳 Using only Google Chrome:** **Listen to five voice embedded lectures** found within BlackBoard, Session 2 folder: 1) Part B: Seven Function of HRM, 2) Chapter 3 ppt., 3) Chapter 4 ppt., 4) How to Approach HR Case Study #1 ppt., and 5) Collaborative Ultra ppt.  🕮 **Session 2 Assignments:** Weekly Discussion Topic #2: Complete Weekly Discussion Topic #2 prompt by Friday, September 1, and provided feedback to one peer by Sunday, September 3. |
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| 🕮HOME WORK for Session 3 | **Session 3:** Read Chapters 5, 6, & 7 - Armstrong  **Session 3 Weekly Discussion Topic:** Complete Session 3 Weekly Discussion Topic prompt.  **Homework:**   * Complete HR Case Study #1 paper – due June 15. * Use HR Case Study paper template located within Session 1 Tab. * Print and read HR Case Study #2 found in Session 3 Tab |
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| **Session #3**  **September 4 – September 10** | **🖳 Using only Google Chrome:** **Listen to four voice embedded lectures** found within BlackBoard, Session 3 folder: 1) Part C: Seven Functions of HRM ppt. 2) Chapter 5 ppt. 3) Chapter 6 ppt., and 4) Chapter 7 ppt.  🕮 **Session 3 Assignments:**   * Weekly Discussion Topic #3: Complete Weekly Discussion Topic #3 prompt by Friday, September 8, and provided feedback to one peer by Sunday, September 10. * Homework: **HR Case Study #1** is due **Thursday, September 7** by midnight (Central Time Zone). * Submit HR Case Study #1 through the “Assignment” link within Session 3 Tab. |
| 🕮HOME WORK for Session 4 | **Session 4**: Read Chapters 8 & 9 – Armstrong    **Session 4 Weekly Discussion Topic**: Complete Session 4 Weekly Discussion Topic prompt.    **Homework**   * Work HR Case Study #2 paper – due September 28. * Use HR Case Study #2 paper template located within Session 3 Tab. |
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| **Session #4**  **September 11 – September 17** | **🖳 Using only Google Chrome:** **Listen to two voice embedded lectures** found within BlackBoard, Session 4 folder: 1) Chapter 8 ppt. and 2) Chapter 9 ppt.  🕮 **Session 4 Assignments:** Weekly Discussion Topic #4: Complete Weekly Discussion Topic #4 prompt by Friday, September 15, and provided feedback to one peer by Sunday, September 17. |
| 🕮HOME WORK for Session 5 | **Session 5:** Read Chapters 10 & 11 - Armstrong  **Session 5 Weekly Discussion Topic**: Complete Session 5 Weekly Discussion Topic prompt.    **Homework:**   * Work HR Case Study #2 paper. * Use HR Case Study #2 paper template located within Session 3 Tab. |
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| **Session #5**  **September 18 – September 24** | 🖳  **On Tuesday, September 19, session 5, the second Collaborative Ultra session will be conducted. For those students NOT familiar with BlackBoard Collaborative Ultra I produced a brief voice embedded PPT video lecture which is available within the Collaborate Tab.**  **🖳 Using only Google Chrome:** **Listen to two voice embedded lectures** found within BlackBoard, Session 5 folder: 1) Chapter 10 ppt. and 2) Chapter 11 ppt.  🕮 **Session 5 Assignments:** Weekly Discussion Topic #5: Complete Weekly Discussion Topic #5 prompt by Friday, September 22, and provided feedback to one peer by Sunday, September 24. |
| 🕮HOME WORK for Session 6 | **Session 6:** Read Chapters 12 & 13 - Armstrong  **Session 6 Weekly Discussion Topic**: Complete session 6 Weekly Discussion Topic prompt.    **Homework:**   * Complete HR Case Study #2 paper – due September 28 * Print, read, and work HR Case Study #3 found in Session 6 Tab. |
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| **Session #6**  **September 25– October 1** | **🖳 Using only Google Chrome:** **Listen to two voice embedded lectures** found within BlackBoard, Session 6 folder: 1) Chapter 12 ppt. and 2) Chapter 13 ppt.  🕮 **Session 6 Assignments:**   * Weekly Discussion Topic #6: Complete Weekly Discussion Topic #6 prompt by Friday, September 29, and provided feedback to one peer by Sunday, October 1 * Homework: **HR Case Study #2** is due **Thursday, September 28** by midnight (Central Time Zone). * Submit HR Case Study #2 through the “Assignment” link within Session 6 Tab. |
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| 🕮HOME WORK for Session 7 | **Session 7:** Read Chapters 14 & 15 - Armstrong  **Week 7 Weekly Discussion Topic**: Complete week 7 Weekly Discussion Topic prompt.    **Homework:**   * Work HR Case Study #3 paper. * Use HR Case Study #3 paper template located within Session 6 Tab. |
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| **Session #7**  **October 2 – October 8** | **🖳 Using only Google Chrome:** **Listen to two voice embedded lectures** found within BlackBoard, Session 4 folder: 1) Chapter 14 ppt. and 2) Chapter 15 ppt.  🕮 **Session 7 Assignments:** Weekly Discussion Topic #7: Complete Weekly Discussion Topic #7 prompt by Friday, October 6, and provided feedback to one peer by Sunday, October 8. |
| 🕮HOME WORK for Session 8 | **Session 8:** Read Chapters 16 & 17 - Armstrong  **Session 8 Weekly Discussion Topic**: Complete Session 8 Weekly Discussion Topic prompt.    **Homework:**   * Work HR Case Study #3 paper – due October 19 * Use HR Case Study #3 paper template located within Session 6 Tab. |
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| **Session #8**  **October 9 – October 15** | 🖳  **On Tuesday, October 10, session 8, the third Collaborative Ultra session will be conducted.**  **🖳 Using only Google Chrome:** **Listen to two voice embedded lectures** found within BlackBoard, Session 4 folder: 1) Chapter 16 ppt. and 2) Chapter 17 ppt.  🕮 **Session 8 Assignments:** Weekly Discussion Topic #8: Complete Weekly Discussion Topic #8 prompt by Friday, October 13, and provided feedback to one peer by Sunday, October 15. |
| 🕮HOME WORK for Session 9 | **Session 9:** Read Chapters 18 & 19 - Armstrong  **Session 9 Weekly Discussion Topic**: Complete Session 9 Weekly Discussion Topic prompt.    **Homework:**   * Complete HR Case Study #3 paper – due October 19 * Use HR Case Study #3 paper template located within Session 6 Tab. |
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| **Session #9**  **October 16 – October 22** | **🖳 Using only Google Chrome:** **Listen to two voice embedded lectures** found within BlackBoard, Session 4 folder: 1) Chapter 18 ppt. and 2) Chapter 19 ppt.  🕮 **Week 9 Assignments:**   * Weekly Discussion Topic #9: Complete Weekly Discussion Topic #2 prompt by Friday, October 20, and provided feedback to one peer by Sunday, October 22. * Homework: **HR Case Study #3** is due **Thursday, October 19** by midnight (Central Time Zone). * Submit HR Case Study #3 through the “Assignment” link within Session 9 Tab. |
| 🕮HOME WORK for Session 10 | **Session 10:** Review Chapters 1 thru 19 Armstrong.  **Session 10 Weekly Discussion Topic**: Complete Session 10 Weekly Discussion Topic prompt  **Final Exam:** Printand review final exam found in Session 10 Tab |
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| **Session #10**  **October 23 – October 29** | 🖳  **On Tuesday, October 24, session 10, the final Collaborative Ultra session will be conducted.**  **🖳 Using only Google Chrome:** **Listen to one voice embedded lecture** found within BlackBoard, Session 10 folder: Study plan for Final Exam ppt.  🕮 **Week 10 Assignment:** Weekly Discussion Topic #10: Complete Weekly Discussion Topic #10 prompt by Friday, October 27  🗐 **Final Exam:**   * Within the Session 10 Tab, download the Final Exam Case Study. * Submit Final Exam through the “Assignment” link within Session 11. * **Final Exam** is due **Thursday, November 2nd** by midnight (Central Time Zone). |
| 🕮HOME WORK for Session 11 | **Session #11:** Complete Final Exam |
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| **Session #11**  **October 30 – November 4** | 🗐. **Final Exam** is due **Thursday, November 2nd** by midnight (Central Time Zone).  🗐. Submit Final Exam through the “Assignment” link within Session 11 Tab. |
| **Note**: The professor reserves the right to alter this schedule as needed. Any revisions to this study plan will be announced through email to student’s WBU email account. | |

1. Additional information as desired by the faculty member.
2. **IMPORTANT INFORMATION ON Students’ WBU Email Accounts:**
3. By week 1 of the term, graduate students will establish an active WBU email account, and send an email to the instructor using the student’s WBU email account. This is a mandatory requirement.
4. **In this course, I return all students’ graded assignments (Weekly Discussion Topics and HR Case Studies) and feedback through students’ WBU email accounts.** **Additionally, I will communicate course information using students’ WBU email account. Graduate students will check their respective WBU email accounts weekly.**
5. **Course/Assignment Information:**
6. Students will need to use the Internet to access assignments on BlackBoard. Additionally, students will need computer speakers or headsets to listen to voice embedded PowerPoint lectures posted within BlackBoard. To view and listen to the voice embedded, PowerPoint video lectures, students will need to use ONLY Google Chrome browser.
7. Time all assignments are due is NLT 11:59 p.m. (Central Time Zone-Plainview time). Late assignments are subject to one letter grade reduction.
8. **All written assignments will be in the APA Publication Manual (6th edition) writing style, 12-point Times New Roman and double-spaced.** Additionally, all written assignments will be assessed based on content, as well as, quality of grammar and punctuation, and proper application of APA writing style.
9. Questions concerning grades (scores) received on assignments will be resolved within one week after the assignment has been assessed.
10. **All work will be the original work of the individual student. Academic honesty is expected of all students.** Plagiarism, cheating, and other acts that lack academic honesty will result in a zero (0) for an assignment, and additional actions as outlined within online WBU Academic Catalog 2017-2018.
11. The student’s first point-of-contact for this course is the professor. If the professor cannot provide a satisfactory response, then the graduate students will next contact the student’s respective campus dean.
12. If the student sends the professor an email and does not receive an “acknowledge” reply from the professor with 24 hours, the student will retransmit the original email. If the student still does not receive a reply within the next 24-hour period, then call the professor.
13. **Expectations and Responsibilities:**
14. Instructor: As the instructor, I am responsible to communicate and instruct the course standards through identifying specific chapter learning objectives (CLOs); present clear, meaningful lectures focused on chapter learning objectives; and give useful feedback.
15. Student: As member of this course, my expectations are as follows:
    1. You will read this syllabus completely and understand your responsibilities.
    2. You will enter each on-line class session having read the assigned chapter(s) and having listened to the corresponding chapter lectures posted within BlackBoard.
    3. You will complete and turn assignment at the due date.
    4. You will present questions when text and /or lectured material are unclear.
    5. You will commit yourself to the learning process.
    6. **You will communicate with the professor.**